



Together leading the way for a healthier tomorrow.

SOUTHERN HEALTH-SANTÉ SUD STRATEGIC HEALTH PLAN

2016-2021

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LAYING THE FOUNDATION

Message from the Chair and CEO



Southern Health-Santé Sud is excited to share its 2016-2021 Strategic Health Plan with you. This plan is both the result and the beginning of a lot of hard work. It is the compass that will guide our organization over the next five years and puts on paper what we hope to achieve. Though we cannot predict the future and the influences ahead, we know that having a clear aim will provide the foundation we can continue to build on.

The 2014 Community Health Assessment showed that the population of Southern Health-Santé Sud is growing both in number (births and immigration) and in diversity. At the same time, the population is aging with an increasing number of seniors expected over the next five years. The overall health of residents is among the best in Manitoba but the data has also identified some vulnerable populations where the health status is some of the worst in Manitoba. Timely responses are certainly needed as we juggle ongoing fiscal and human resource challenges.

The core values, vision and mission elaborated on the following page are expressions of our strategic intentions. In addition, the compass illustrates the Board ENDS and strategic directions that have been developed to clearly outline our focus and guide us in our daily decision-making. For the first time, as a region, Southern Health-Santé Sud will take concrete steps to improve health equity.

The 2016-2021 Strategic Health Plan is a combined effort of all levels of stakeholders. It represents an extensive process of consultation, discussion, review and analysis by the Board of Directors, all levels of staffing, and most importantly - the patients and families we serve each day. This plan will position us for success to support residents in our communities and promote collaborative teamwork within our organization.

Thank you to everyone for your contribution and ongoing commitment to our 2016-2021 Strategic Health Plan.

Guy Lévesque, Chair
Southern Health-Santé Sud

Kathy McPhail, CEO
Southern Health-Santé Sud

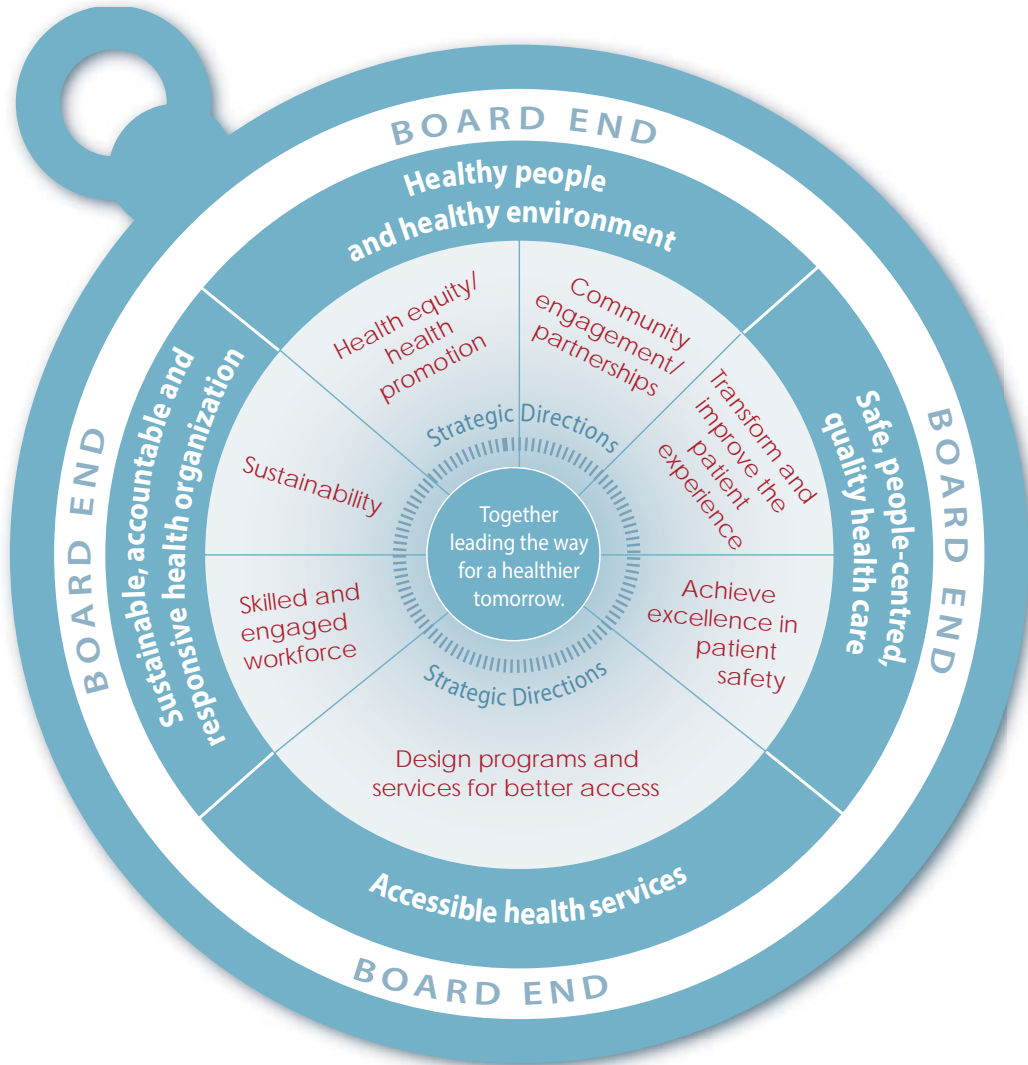
Southern Health-Santé Sud Board of Directors

Guy Lévesque, Chair (Ste. Anne)	Debbie Iverson (Carman)
Jean Balcaen (Richer) to March 2015	Don Kuhl (Winkler)
Bronwen Bugden (Morden)	Line Leclerc (La Broquerie)
Paul Cenerini (Notre Dame de Lourdes)	Armande LeClair (Letellier) to March 2015
Roy Enns (Steinbach)	Cheryl McKittrick (Crystal City)
Guy Gagnon (Ste. Agathe)	Daren Van Den Bussche (Portage la Prairie)
Susan Hart-Kulbaba (Buffalo Point)	Leo Van Den Bussche (St. Adolphe)



Southern Health-Santé Sud: Kathy McPhail, CEO and Guy Lévesque, Board Chair.

STRATEGY COMPASS



VISION

Together leading the way for a healthier tomorrow.

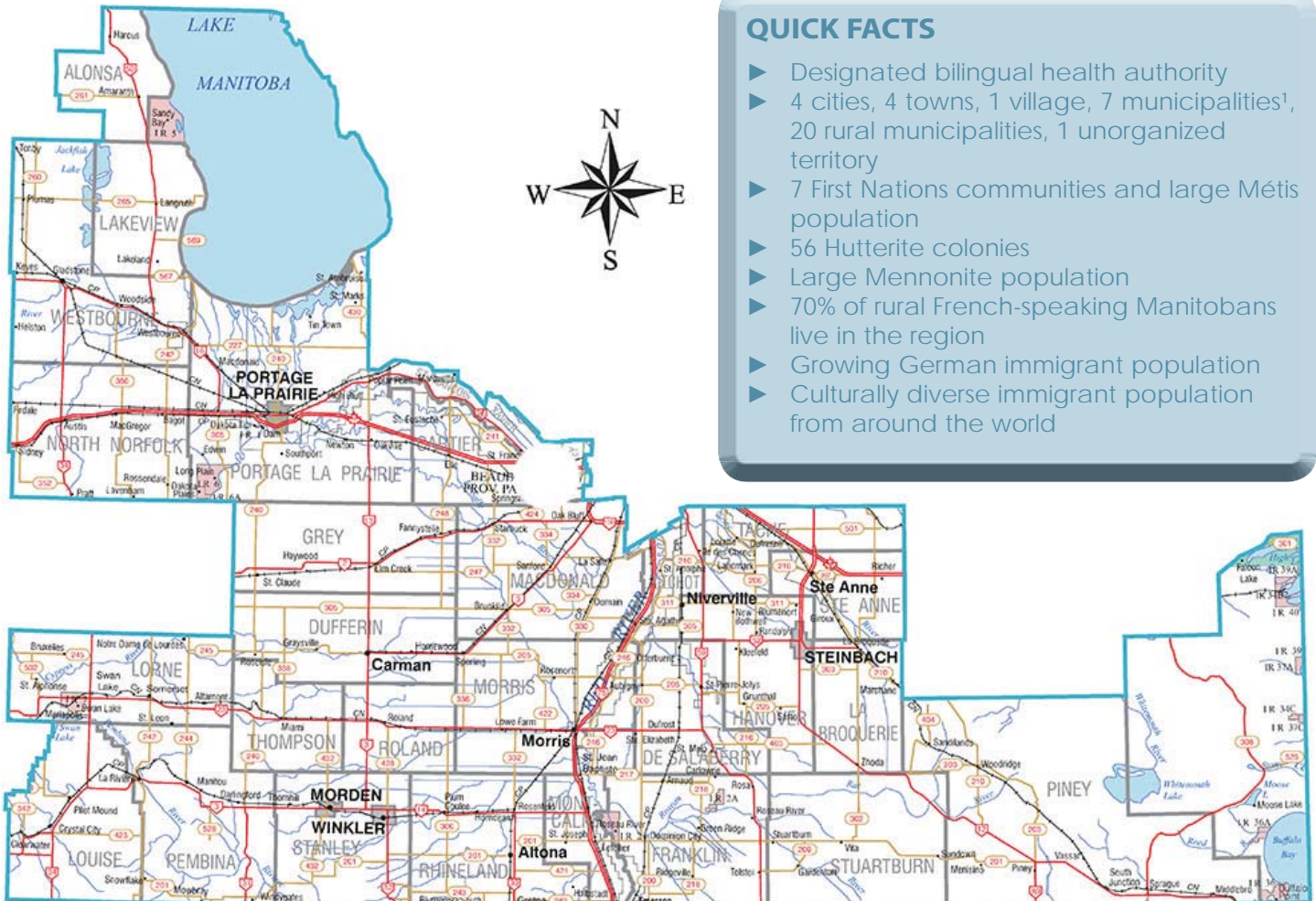
MISSION

To support people and communities in achieving optimal health by providing innovative, sustainable and quality health services.

VALUES

Integrity • Compassion • Excellence • Respect

OVERVIEW OF THE REGION



QUICK FACTS

- ▶ Designated bilingual health authority
- ▶ 4 cities, 4 towns, 1 village, 7 municipalities¹, 20 rural municipalities, 1 unorganized territory
- ▶ 7 First Nations communities and large Métis population
- ▶ 56 Hutterite colonies
- ▶ Large Mennonite population
- ▶ 70% of rural French-speaking Manitobans live in the region
- ▶ Growing German immigrant population
- ▶ Culturally diverse immigrant population from around the world

Southern Health-Santé Sud is a rural health authority in Manitoba. It is a designated bilingual region. With an area of 27,025 square kilometers, it borders the United States of America to the south, and the Ontario to the east. The region lies along the route of the Trans Canada highway, and includes the south-west edge of Lake Manitoba down to the Pembina escarpment in the west.

Today, over 190,000 people live in Southern Health-Santé Sud. It is the most populated health authority outside of Winnipeg and accounts for 15% of the provincial population. Over the past decade, the region has grown by 20% which is the fastest growing population in Manitoba. As a thriving, culturally diverse population, the health of residents is among the best in the province. However, variations of health status exists within the region.

¹ Amalgamated municipalities as of January 1, 2015.

HISTORY AND MANDATE



In May 2012, South Eastman Health/Santé Sud-Est and the Regional Health Authority – Central Manitoba Inc. amalgamated into Southern Health–Santé Sud.

Under Manitoba’s Regional Health Authorities Act (Sec 23(2)), and within a provincial policy framework, Southern Health–Santé Sud administers and delivers health services within the region, based on the following mandate:

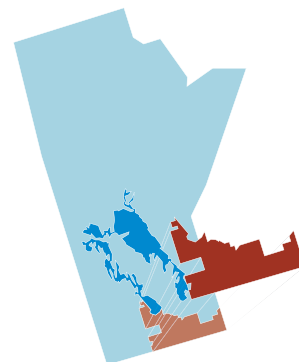
Regional Health Authority Mandate

- promote and protect the health of the population of the health region and develop and implement measures for the prevention of disease and injury;
- assess health needs in the health region on an ongoing basis, and publish reports about the assessments on the authority’s website as required by the minister;
- develop objectives and priorities for the provision of health services which meet the health needs in the health region and which are consistent with provincial objectives and priorities;
 - prepare, implement and publish on the authority’s website a regional strategic plan that includes the vision, mission and strategic priorities for the health region, and incorporates the health needs in the health region as assessed under clause (and the objectives and priorities developed under clause (c);
 - review and revise its regional strategic plan at least once every five years, and more frequently if required by the minister;
- prepare and implement a regional health plan and review/revise the regional health plan at least once a year, and more frequently if required by the minister;
- manage and allocate resources, including but not limited to funds provided by the government for health services, in accordance with this Act, the regulations, and the regional health plan;
- in providing for the delivery of health services,
 - ensure that the prescribed health services are provided or made available,
 - comply with, and ensure compliance with, prescribed standards, and
 - ensure that there is reasonable access to health services;
- ensure that health services are provided in a manner which is responsive to the needs of individuals and communities in the health region and which coordinates and integrates health services and facilities;
- cooperate with other persons, including but not limited to government departments and agencies, to coordinate health services and facilities in the province and to achieve provincial objectives and priorities;
- comply with any directions given by the minister; and
- monitor and evaluate the delivery of health services and compliance with prescribed standards and provincial objectives and priorities, in accordance with guidelines provided or prescribed by the minister.

As a designated bilingual region, and in accordance with the Manitoba Government’s French Language Services (FLS) Regulation, Southern Health–Santé Sud is legislatively responsible to provide bilingual health care services (English and French) within, but not limited to, designated bilingual areas. The FLS Regulation (46/98) under the Regional Health Authorities Act (C.C.S.M. c. R34) requires that designated Regional Health Authorities in the province of Manitoba develop FLS Plans. To this end, an FLS Strategic Plan has accordingly been developed aligning with overall strategies of Southern Health–Santé Sud and can be accessed at this link: <http://www.southernhealth.ca/data/publications/26/2013-2016%20FLS%20Strategic%20Plan%20Southern%20Health-Sante%20Sud.pdf>

PROGRAMS AND SERVICES

Southern Health-Santé Sud



- Elderly Persons Housing
 - Emergency Medical Services (Ambulance)
 - Home Care Services
 - Adult Day Programs
 - Meals on Wheels
 - Personal Care at Home
 - Respite Care
 - Treatment Clinics
 - Medical Clinics
 - Medical Officer of Health
 - Mental Health
 - Adult Counselling Services
 - Adult Inpatient Psychiatric Treatment (Eden Mental Health Centre)
 - Child & Adolescent Services
 - Crisis Stabilization Unit
 - Employment Support Services
 - Housing Support Services
 - Intensive Case Management Services
 - Psychiatry Services
 - Safehouse
 - Seniors Health Services
 - Midwifery
 - Nutrition Services
 - Palliative Care
 - Pharmacy
 - Primary Health Care
 - Chronic Disease Education
 - Family Doctor Finder
 - Medical Clinics
 - My Health Teams
 - Nurse Practitioners
 - Primary Health Care Centres
 - QuickCare Clinic
 - Teen Clinic
 - Public Health-Healthy Living
 - Families First
 - Healthy Baby
 - Healthy Living Services
 - Get Better Together program
 - Healthy Communities Conference
 - Healthy Living Grants
 - Local Health Promotion
 - TeleCARE Manitoba
 - Public Health Nursing Services
 - Communicable Disease Prevention & Control
 - Immunizations/Child Health Clinic
 - Postpartum & Breastfeeding Support
 - Prenatal Education
 - Reproductive Health
 - School Health
 - Travel Health
 - URIS- Unified Referral Intake System
 - Rehabilitation
 - Audiology
 - Occupational Therapy
 - Physiotherapy
 - Speech Language Therapy
 - Services to Seniors/Congregate Meal Program
 - Supports for Seniors in Group Living
- ### Other Services
- Aboriginal Program
 - Corporate Communications/Media Relations
 - Disaster Management
 - Finance
 - French Language Services
 - Human Resources
 - Information and Communication Technology
 - Quality of Care & Patient Safety
 - Spiritual Health Care
 - Support Services
 - Telehealth
- ### Facility-Based Services
- Acute Care
 - CancerCare
 - Emergency Care
 - Extended Treatment/Rehabilitation
 - Hemodialysis
 - Medical Care
 - Obstetrical Care
 - Respiratory Services
 - Special Care Unit
 - Surgery/Surgical Care
 - Affiliate Health Corporations
 - Community Owned Not for Profit
 - Lab & Imaging Services
 - Cardiac stress testing
 - Computed Tomography (CT Scans)
 - Electrocardiogram (ECG)
 - Laboratory
 - Magnetic resonance imaging (MRI)
 - Mammography
 - Ultrasound
 - X-ray
 - Personal Care Homes
 - Transitional Care

ENVIRONMENTAL SCAN

Community Health Assessment Findings

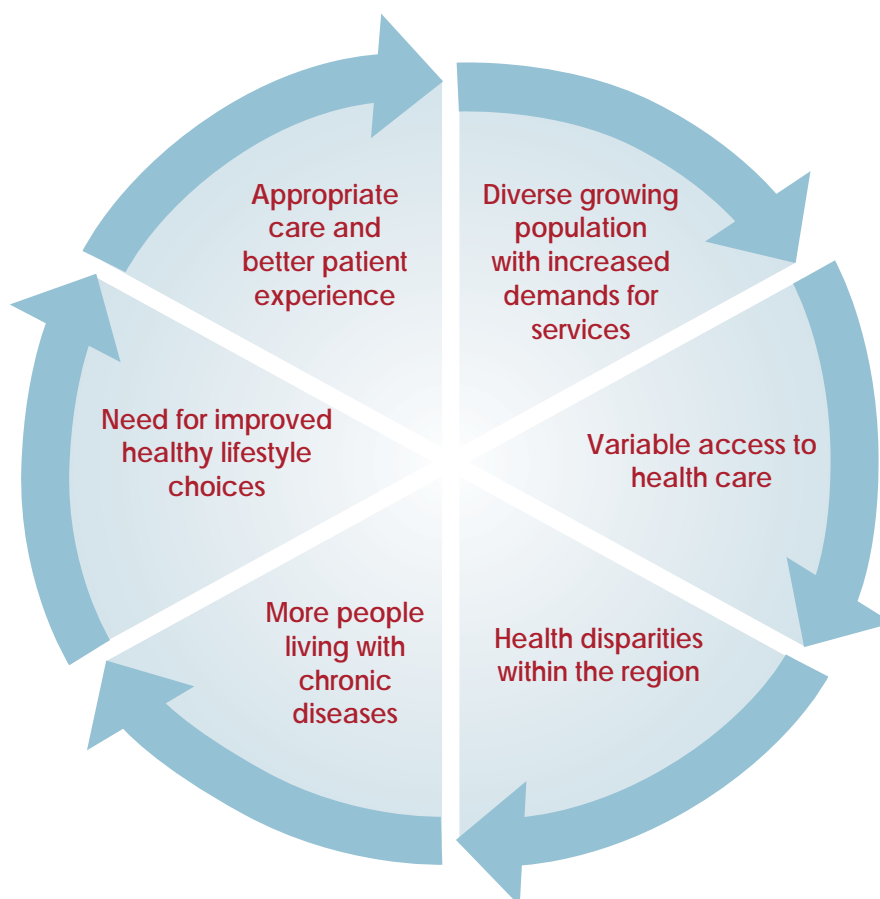
Issues Relevant to Changing Landscape



Southern Health–Santé Sud is firmly committed to health planning and decision-making that is informed and directed by evidence. The environmental scan is based on the accumulated body of evidence as summarized in the 2014 Community Health Assessment. This report includes a wide range of provincial, regional and district level information about the health and health status of residents. It can be downloaded online at <http://www.southernhealth.ca/cha.php?lang=en&>

The 2014 Community Health Assessment demonstrated that Southern Health-Santé Sud remains among the healthiest regions in Manitoba. Premature Mortality Rate (PMR) – rate of death before 75 years - decreased significantly over time and was statistically lower than the provincial average. The region had the highest life expectancy rates in Manitoba for both males (79.2 years) and females (83.7 years). Cancer and circulatory diseases continue to be the leading causes of death, both premature and overall.

In assessing the communities' health, Southern Health-Santé Sud identified the following key themes for the people in the region:



Diverse growing population with increased demands for services

Currently there are over 190,000 residents living in Southern Health–Santé Sud, and it is growing every year by more than 3,000 people.

Over the past decade, its 20% growth rate is the highest rate in the province. Looking further ahead, projections are forecasting the region could reach a population of 220,000 by 2022.

Two factors have played major roles in this impressive population growth: the region's above average birth rate, and immigration movement from overseas and elsewhere in Canada. Immigration enriches the ethnic and cultural diversity of the region, but also brings complex and often unpredictable needs. As a result, all Southern Health–Santé Sud programs and services are experiencing significant and steady volume increases.

The population is aging with the baby boomer generation (born between 1946-1964), and the region's senior population has already increased by over 40% in the past decade. Although seniors are living longer healthier lives, the majority have at least one chronic disease. With more programs and housing options available, seniors are able to stay in their homes and communities longer however the pressure on long term care services is intensifying.

Variable access to health care

Access to health care service is challenged by distance, economic hardship, and lack of transportation. Many Southern Health-Santé Sud residents live in small, remote communities characterized by aging populations and relatively low socioeconomic status.

Language may be another barrier of access to health care. In Southern Health-Santé Sud, 13% of the population has immigrated from another country with over 40 different non-official languages spoken. As well, 70% of rural French-speaking Manitobans live in the region.

Access to health care is also affected by wait times. Population growth in the region has affected wait times across many community programs (e.g., mental health, rehabilitation) and services (e.g., surgeries, awaiting placement for personal care home).

An important concern among residents is access to a family doctor or other primary health provider. There is strong support among all stakeholder groups for moving forward on new and innovative models that integrate the range of primary health services around client needs. Navigating the health care system can

be a complex and difficult process resulting in delays receiving care.

Health disparities within the region

Although the region has among the healthiest population in the province, variations of health status exist within. Better health status tends to be in populations that live in bedroom communities around Winnipeg, Steinbach city and surrounding communities, and Winkler/Morden cities and surrounding communities. However, populations in the north-west corner of the region, and southern Red River Valley communities show greater health disparities.

Aboriginal people in the region represent 12% of the overall population, and are relatively young in comparison. These residents have a higher rate of chronic disease such as diabetes, and a large

majority live in the least healthy districts. Addressing the health and health needs of this population group is of particular importance.

Health risks increase with such factors as low education and income. Fewer residents living in Southern Health-Santé Sud have completed

high school and post secondary education levels compared to provincial averages. Although median household income is above the provincial level, an income gap is evident as we move from the urban to the rural remote areas of the region.

“Patient input provides a venue and opportunity for healing.”

“Sitting is the new smoking. We have the information to make healthier lifestyle choices but most of us don't do it.”

More people living with chronic diseases

As population continues to grow, this means the crude rate of people living with chronic diseases is also expected to increase. Even though prevalence rates have not changed over time, the diseases have impacted more people as population aging gathers momentum.

For those residents already living with chronic diseases, proper treatment and care options are helping them to live longer (e.g. diabetes). More people in the region are living with diabetes, arthritis, hypertension, and mood/anxiety disorders. Additionally, less people are living with ischemic heart disease, respiratory illnesses, and stroke rates have decreased. However, heart attack rates have increased for our region.

Cancer is a leading cause of premature death and the second leading cause of death overall. Cancer incidence rates (new cases) have increased over time however, cancer survival rates have also improved with early detection and treatment options.

Need for improved healthy lifestyle choices

Active living is one of the most important things someone can do for their health. About one in five Southern Health-Santé Sud residents would fall into the obese weight category, and over half of all residents reported being inactivity which is higher than the provincial average.

Healthy eating is also fundamental to good health and is a key element in human development from birth to later stages in life. Only one third of all residents reported eating fruits and vegetables five or more times daily, which was lower than the provincial average.

Smoking and alcohol use are leading causes of preventable death in Canada. Although, Southern Health-Santé Sud had slightly lower binge drinking and smoking rates compared to provincial rates, this still accounts for 20% of our overall regional population.

Vaccines help the immune system learn how to recognize and fight the germs that cause diseases and are scientifically known to be very safe. Adults immunization rates have been falling and are significantly lower than the provincial rate for both influenza and pneumococcal diseases. Childhood immunization rates for younger children are also

lower in the region; however, due to public health program efforts, our rates are above provincial average by the time children finish high school (age 17).

Appropriate care and better patient experience

Staff and community members alike have spoken about the challenge with appropriate care environments for aging populations. As dementia rates increase in the senior population, facilities will require specialized environments to ensure the best care possible.

With a shortage of personal care home (PCH) beds, Southern Health-Santé Sud is further challenged with appropriate care environments. Hospitalization rates and days of care for patients awaiting placement to PCH are the highest in province. Community members have stressed the value and utmost importance of patient experience.

“We have no expectations of perfection - but there is an expectation of quality of care.”

Staff and Board Members were brought together to identify specific issues relevant to the changing landscape of health care. In addition to the above key themes, the following areas require focused attention:

Sustainability of health system is concern

Community engagement and people's expectations about the health care system is growing

Advancement of medicine and technology has increased complexity of health system

Labour force, staff vacancies, and workforce changes – the future workforce will be more diverse with highly specialized technological skills

Equity – socioeconomic spread widening, cultural diversity

Rural, vast geography with considerable population changes

STRATEGIC PLANNING PROCESS



Manitoba Health Healthy Living and Senior's vision, mission, priorities and goals, and health objectives provides a strong foundation for development of the Southern Health-Santé Sud 2016-2021 Strategic Health Plan. Over the past two years, our Strategic Health Plan was inspired from extensive stakeholder input, and evidence summarized in the environmental scan based on the 2014 Community Health Assessment. It represents the creative and collaborative work of many people who were involved in this process. As well, we will measure our progress by aligning with the provincial Performance Management Framework

Our Strategic Planning Process



OUR FIVE-YEAR PLAN



Guide to Our Strategic Plan 2016-2021

Our Strategic Health Plan is based on our vision, mission, core values, and aligned with provincial priorities, goals and health objectives.



Vision

Together leading the way for a healthier tomorrow.

Mission

Our mission is to support people and communities by providing innovative, sustainable and quality health services to achieve optimal health.



Manitoba Health Healthy Living and Seniors

Vision

Healthy Manitobans through an appropriate balance of prevention and care.

Mission

To meet the health needs of individuals, families and their communities by leading a sustainable, publicly administered health system that promotes well-being and provides the right care, in the right place, at the right time.

It is then guided by our four Board ENDS and seven strategic directions - each including operational strategies, patient and staff intentions, and strategic performance measurements as defined below:

Board ENDS are four broadly defined long-range goals indicating intended future outcomes of the health authority.

Strategic Directions are broad results to be achieved in the five-year planning period "the what".

Operational Strategies are what we will do to achieve the strategic directions "the how".

Provincial Priorities/Health Objectives ... shows how our plan is aligned with specific provincial (MHHLS) priorities and health objectives.

As a patient or family member I ... are statements that resonated the most with with patients/ family members.

As part of Southern Health-Santé Sud, I ... are statements that resonated the most with staff members.

Measured by ... highlights how we will monitor progress and determine degree of success with implementation.

BOARD END

Healthy People and Healthy Environment



1 STRATEGIC DIRECTION

OPTIMIZE COMMUNITY ENGAGEMENT PARTNERSHIP OPPORTUNITIES THROUGH PURPOSEFUL ALIGNMENT WITH OUR VISION

Provincial
Priority
(MHHLS)

Priority 6 – Improving
Health Status and
reducing health
disparities amongst
Manitobans

OPERATIONAL STRATEGIES

Acknowledging that we all share the accountability for our own health as well as that of our community and that we can all contribute in some way to achieve better health outcomes, we commit to:

- Continually seek opportunities to develop relationships that will facilitate integration of services in the community to lead the way for a healthier tomorrow.
- Establish formal partnerships in communities of our least healthy districts to address health disparities (social, economic, education, language, etc.).
- Reach out to municipalities and First Nation communities to facilitate communication for the Aboriginal population and culturally diverse population.
- Advocate for affordable housing options for aging populations.
- Explore partnerships with other health care providers to facilitate the continuum of care.

As a patient or family member, I ...

- ▶ understand that true health is beyond the scope of the health authority and requires outside partnerships
- ▶ want to be engaged in my care

We will measure this by:

- ▶ health equity indicators
- ▶ partnership and community engagement reports

As a part of Southern Health-Santé Sud, I commit to ...

- ▶ listening to and building relationships with people who are trying to achieve health for residents in our community
- ▶ avoiding unnecessary service duplication with our partners and striving to address service gaps together
- ▶ considering the impact of my work decisions on those inside and outside the organization

Healthy People and Healthy Environment



2 STRATEGIC DIRECTION

STRENGTHEN AND FOCUS OUR COMMITMENT ON HEALTH EQUITY AND HEALTH PROMOTION

Provincial
Priority
(MHLS)

Priority 6 – Improving
Health Status and
reducing health
disparities amongst
Manitobans

OPERATIONAL STRATEGIES

Embracing our community's diversity and striving to ensure health gains are shared by everyone in our region, we commit to:

- Identify health disparities and certain populations that need more focused supports to improve their health and apply a health equity approach to service provision.
- Engage graduates of the Aboriginal Training program to develop a method of culturally appropriate communications and consultations with Aboriginal communities about their needs, developing solutions together.
- Advocate for healthy public policy.
- Implement school program for healthy lifestyle choices at very early stages in education program.
- Increase resources for health promotion at a community level.

As a patient or family member, I ...

- ▶ expect the organization to know the region well enough to disperse resources appropriately
- ▶ receive health information in formats I am comfortable with
- ▶ understand that not everyone shares the same level of health and some people may require extra care at certain points in their life

We will measure this by:

- ▶ breastfeeding initiation rates
- ▶ immunization rates
- ▶ cancer screening rates
- ▶ premature mortality rates

As a part of Southern Health-Santé Sud, I commit to ...

- ▶ understanding the challenges that many people face when it comes to living a healthy lifestyle
- ▶ believing that each person I come in contact with has the right to good health
- ▶ ensuring I have the most current health information available for health promotion



Accessible Health Services

3 STRATEGIC DIRECTION

DESIGN PROGRAMS AND SERVICES FOR BETTER ACCESS AND OPTIMAL SERVICE DELIVERY

Provincial Priority (MHLS)
Priority 4 – Improved Access to Care

OPERATIONAL STRATEGIES

To provide the right care at the right time in the right place by the right provider throughout the patient journey, we commit to:

- Simplify and streamline patient flow and navigation.
- Increase cultural proficiency throughout the organization where we are mindful of the diverse physical, emotional, and language accessibility needs and values of those we serve.
- Re-align and re-design services to improve access and to adapt to the changing needs of the communities.
- Explore expansion of primary care and community-based programs and Mobile Clinic services to underserved and disadvantaged areas.
- Develop a network of health mentors to facilitate the patient experience for new Canadians.

As a patient or family member, I ...

- ▶ want all my health information to be easily shared between care providers
- ▶ want to participate in my care plan

We will measure this by:

- ▶ attachment rates
- ▶ access/wait times

As a part of Southern Health-Santé Sud, I commit to ...

- ▶ working effectively with other members of my team to deliver care
- ▶ striving to make improvements in my workplace
- ▶ embracing new technologies and new ways of working

Provincial Health Objectives

- ▶ Wait Times and Access Strategy
- ▶ Cancer Patient Journey
- ▶ Family Doctor for All

BOARD END

Safe, People-centred Quality Health Care



4 STRATEGIC DIRECTION

TRANSFORM AND IMPROVE THE PATIENT EXPERIENCE

Provincial Priority
(MHLS)

Priority 2 – Health
System Innovation

OPERATIONAL STRATEGIES

Through our dedication to people-centredness and inspired by our patients and families* we commit to:

- Share, listen to, understand, learn from and respond to patient experiences in a timely and appropriate fashion.
- Create system and culture change within all levels of the organization to better support the patient experience.
- Help create a more balanced relationship between patients and care providers.
- Expand on positive experiences and create an atmosphere to move forward from negative experiences (both for the patient and the care provider).
- Provide opportunities for patients to become integrated in the workings of the organization.

** Quoted from Southern Health-Santé Sud Patient Experience Local Health Involvement Group Charter*

As a patient or family member, I ...

- ▶ feel that I'm being heard
- ▶ know that I am a partner in my own care

We will measure this by:

- ▶ patient, resident and client surveys
- ▶ number and type of complaints

As a part of Southern Health-Santé Sud, I commit to ...

- ▶ striving to provide a quality health care experience for patients and families
- ▶ ensuring that patients are at the very centre of every decision made
- ▶ taking the time to listen to patients and families to help make improvements in my work

BOARD END

Safe, People-centred Quality Health Care



5 STRATEGIC DIRECTION

ACHIEVE EXCELLENCE IN PATIENT SAFETY

Provincial Priority
(MHHLS)

Priority 5 – Improved
Service Delivery

OPERATIONAL STRATEGIES

With a steadfast focus on quality and inspired by our patients and families,* we commit to:

- Move patient safety issues forward to ensure that each patient receives quality health care.
- Create clear and simple processes, tools and resources for patients to communicate their experiences (both positive and negative).
- Increase public/staff/board awareness of patient safety and patient experience issues.

** Quoted from Southern Health-Santé Sud Patient Experience Local Health Involvement Group Charter*

As a patient or family member, I ...

- ▶ feel comfortable voicing any concerns or questions I might have
- ▶ expect honesty and transparency

As a part of Southern Health-Santé Sud, I commit to ...

- ▶ communicating with other health providers to offer the best care possible for each patient
- ▶ providing a safe environment for patients and families
- ▶ practicing good hand hygiene

We will measure this by:

- ▶ number of critical incidents
- ▶ infection rates
- ▶ patient safety surveys
- ▶ Readmission rates

Provincial Health Objective

- ▶ Cancer Patient Journey

BOARD END

Sustainable, Accountable and Responsive Health Organization



6 STRATEGIC DIRECTION

PURSUE SUSTAINABILITY THROUGH A DILIGENT FOCUS ON CONTINUOUS PROGRAM AND SERVICE REVIEW AND EVALUATION

Provincial Priority
(MHLS)
Priority 3 – Health
System Sustainability

OPERATIONAL STRATEGIES

While recognizing the need for organization-wide fiscal responsibility and stewardship within the context of a rapidly expanding population and increasing demands for services, we commit to:

- Evaluate and accordingly adjust existing regional processes and update or re-align programs and services to improve outcomes.
- Advocate for innovative approaches and funding methods to address population growth.
- Create robust decision support capabilities and communications systems to sustain transparent reporting processes.
- Broaden the base of the telehealth, electronic medical record and other technological tools.

As a patient or family member, I ...

- ▶ expect my care provider to make evidence-informed decisions at all times throughout my care
- ▶ expect diligence in managing resources so we have a sustainable health system

We will measure this by:

- ▶ financial indicators
- ▶ program audits

As a part of Southern Health-Santé Sud, I commit to ...

- ▶ working with my team to help solve challenges in the workplace
- ▶ taking the time to review processes and make changes when necessary or possible

Provincial Health Objective

- ▶ Continuing Care Blueprint

BOARD END

Sustainable, Accountable and Responsive Health Organization



7 STRATEGIC DIRECTION

ATTRACT AND RETAIN A SKILLED AND ENGAGED WORKFORCE

Provincial Priority
(MHLS)
Priority 1 – Capacity
Building

OPERATIONAL STRATEGIES

While engaging with our employees, volunteers and physicians to provide for a progressive, respectful and safe work environment, we commit to:

- Foster the development of a positive people-centred organizational culture.
- Build purposeful and values-based leadership competencies at all levels.
- Create a culture of learning and continuous improvement with application of *lean* principles.
- Employ innovative approaches to recruit and maintain a talented workforce that reflects the diversity of our communities.

As a patient or family member, I ...

- ▶ trust that my care provider will ask for help or transfer care when appropriate
- ▶ want staff to have educational opportunities for growth

We will measure this by:

- ▶ staff surveys
- ▶ human resources indicators
- ▶ training/education capacity

As a part of Southern Health-Santé Sud, I commit to ...

- ▶ being part of a work environment where each person is valued and has opportunity for personal and professional growth
- ▶ actively seeking opportunities to learn and grow

BUILDING FOR THE FUTURE - Strategic Capital needs



Our health infrastructure needs and management are based on the following planning assumptions:

- ▶ Southern Health-Santé Sud continues to experience tremendous growth, at a faster rate than the rest of the province. With an expected increase of 1.7% annually the region anticipates a population growth of over 30,000, reaching a regional population of over 220,000 by 2022 - the end of this strategic health planning cycle. With more people, volume pressures are evident as more health care “spaces” are accessed. Stresses on programs, facilities and maintenance budgets continue to be a challenge.
- ▶ The population aging and the growing numbers of frail elderly in care will grow steadily, with an increasing senior population gathering momentum. The peak will only start in 2021 as early Baby Boomers turn 75 years, and continue until 2041. This will greatly impact how we plan for the continuum of safe, appropriate and

secure long term care environments in which we deliver services. We know that we will continue to partner with many community groups as they work to also provide appropriate seniors’ housing and aging in place options, along side our regional resourcing. With more people in our region living with chronic diseases and the need for improved healthy lifestyle choices, the focus will be on simplifying and streamlining patient flow and navigation across an integrated network of services and locations. Southern Health-Santé Sud needs to provide timely access to quality health care services, in accordance with provincial health objectives.

- ▶ To address the health disparities within the region, Southern Health-Santé Sud needs to plan for equitable access to health services based on need, fairness in the distribution of health care resources, and culturally competent care to the most health-disadvantaged groups in our region.



- ▶ Southern Health-Santé Sud along with Manitoba Health, Healthy Living and Seniors, continues to invest in the region's aging and time-expired infrastructures and capital assets, utilizing a variety of approaches: inclusive of safety and security renovation projects, capital equipment purchases and infrastructure upgrades and partnering with community organizations to enhance or renew capital structures and equipment where feasible.
- ▶ Advancing technology, especially related to electronic health records, is essential to providing safe and quality health care services. As we expand on capital infrastructure, Southern Health-Santé Sud will maximize opportunities for information and communication technology systems such as eChart, teleCARE, Telehealth, lab information systems, and other electronification approaches.

Our Vision for Infrastructure

A healthy infrastructure is one of the pillars upon which much of our planning is based upon. It is a means of supporting our current and future core health delivery functions. To avoid costly emergency expenditures due to system failures, Southern Health-Santé Sud capital needs strive to address both infrastructure renewal and expansion and/or replacement of existing facilities.

Capital Projects

Currently, a number of notable capital projects are underway as a result of the collaborative support between Southern Health-Santé Sud, Manitoba Health, Healthy Living and Seniors and many community stakeholders and fundraising efforts:

- ▶ Bethesda Regional Health Centre (Steinbach) accessibility project
- ▶ Prairie View Lodge (Pilot Mound) alternative care unit addition
- ▶ Centre de santé - Notre Dame Hospital (Notre Dame de Lourdes) replacement
- ▶ Tabor Home Inc. (Morden) personal care home replacement.

QUICK FACTS

- ▶ 3 regional hospitals
- ▶ 9 acute care facilities
- ▶ 5 transitional care facilities
- ▶ 22 personal care home facilities¹
- ▶ Eden Mental Health Centre (affiliate)
- ▶ Steinbach Crisis Stabilization Unit (CSU)
- ▶ 19 emergency medical services (EMS) stations
- ▶ 21 mental health service sites
- ▶ 29 public health-healthy living sites
- ▶ 19 home care sites
- ▶ 16 Telehealth sites
- ▶ 5,600 employees

¹ Includes affiliate health corporations and community owned not for profit

PROVINCIAL ALIGNMENT



BOARD ENDS	STRATEGIC DIRECTIONS	KEY PERFORMANCE MEASURES	LINK TO PROVINCIAL PRIORITIES GOALS & HEALTH OBJECTIVES
A) Healthy People and Healthy Environment	<ol style="list-style-type: none"> Optimize community engagement partnership opportunities through purposeful alignment with our vision. Strengthen and focus our commitment on health equity and health promotion. 	<ul style="list-style-type: none"> Breastfeeding initiation rates Immunization rates Screening rates (breast, colon, cervix, diabetes) Premature mortality rate Partnership and community engagement reports Health equity indicators 	<p>Provincial Priority 6/Goals: Improving health status and reducing health disparities among Manitobans</p>
B) Accessible Health Services	<ol style="list-style-type: none"> Design programs and services for better access and optimal service delivery. 	<ul style="list-style-type: none"> Attachment rate Access/wait times (programs, long term care, diagnostics, surgeries, facility volumes) 	<p>Provincial Priority 4/Goals: Improved access to care</p> <p>Provincial Health Objective: Family Doc for All - Developing Primary Care Networks</p> <p>Provincial Health Objective: Wait Times and Access Strategy</p> <p>Provincial Health Objective: Cancer Patient Journey</p>
C) Safe, People-centred, Quality Health Care	<ol style="list-style-type: none"> Transform and improve the patient experience. Achieve excellence in patient safety. 	<ul style="list-style-type: none"> Patient, resident and client surveys Number and type of complaints Number of critical incidents Infection rates Readmission rates Patient safety surveys 	<p>Provincial Priority 2/Goals: Health System Innovation</p> <p>Provincial Priority 5/Goals: Improved Service Delivery</p> <p>Provincial Health Objective: Cancer Patient Journey</p>
D) Sustainable, Accountable and Responsive Health Organization	<ol style="list-style-type: none"> Pursue sustainability through a diligent focus on continuous program and service review and evaluation. Attract and retain a skilled and engaged workforce. 	<ul style="list-style-type: none"> Human resource indicators Financial indicators Staff surveys Program audits Training/education capacity 	<p>Provincial Priority 1/Goals: Capacity Building</p> <p>Provincial Priority 3/Goals: Health System Sustainability</p> <p>Provincial Health Objective: Continuing Care Blueprint</p>

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